

## DRAFT Goals and Objectives and Strategies:

### Five categories for final plan:

- C Capital
- M Management (may have manager in parens if not the town)
- R Regulatory
- E Encouragement
- P Planning

### GOAL 7: Maintain and Improve Financial Well-being of the Town

We value our Town's future and as such, it's critical for us to sustain and strengthen its financial well-being. This includes building commercial and economic development plans that reflect the long-term goals of both businesses and residents of the community.

#### Objective 7.1: Improve existing commercial areas

##### Strategies

1. Hire an Economic Development Officer (EDO) to proactively recruit and retain desirable businesses and help to coordinate the business community. This EDO would be responsible for, among other things: Welcoming new businesses, including business owners in events and notices, expanding Acton Day
2. Be more business friendly
3. Streamline business permitting process
4. Increase flexibility on sign allowances
5. Improve the aesthetics of shopping areas
6. Make improvements to business access and transportation
  - 7-a. Reduce traffic congestion (e.g., traffic improvements and increasing options through sidewalks, shuttle, interconnected paths, etc.)
  - 8-b. Increase traffic and pedestrian safety, especially in commercial areas
  - 9-c. Improve connections between strip malls, especially along Great Road

#### Objective 7.2: Promote economic development that supports our other goals

1. Promote employment-oriented development (e.g., high tech/R&D offices) in areas that don't directly impact neighborhoods: Great Road, Nagog Park, Powdermill, and large commercial parcels on Rt. 2

**Comment [PK1]:** Hmm. This seems to vague to be really useful. Perhaps it could be in the explanatory text rather than a specific objective ??

**Comment [PK2]:** This is a current hot issue but I don't know that it really belongs at this level as an objective. Perhaps it is covered under 7.1.1. by the addition of an Economic Development Officer

**Comment [PK3]:** Hmmm. Certainly you don't mean using tax dollars to improve a private business ? Or do you mean increasing the regulations and thus forcing businesses to spend money to improve aesthetics)? Or do you mean adding more regulations for new business construction ?

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**Comment [PK4]:** This is somewhat redundant with 6a. You might consider removing it.

**Comment [PK5]:** I changed the order of these because I believe that this has a more powerful financial effect than redeveloping the villages. (Not necessarily implying that it is more important overall – just more important in this section).

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- a. Analyze zoning and explore what types of industry could be good fits in these areas
- b. Recruit targeted types of industries, offering appropriate incentives, etc.

**Comment [PK6]:** These two objectives are really steps toward objective 7.2.1.

- 1-2. Redevelop village commercial areas and Kelley's corner into mixed use that respects the existing village character and that provides opportunities for gathering and socializing (see Goal 1, Objective 1.4 for detail)

- a. Do cost-benefit analysis of village redevelopment to ensure plan benefits the town financially at least by the medium term
- b. Evaluate the cost and benefits of connecting West Acton to the sewer system to support business growth.

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**Comment [PK7]:** This is a step of Objective 7.2.2

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3. Increase number and variety of restaurants. Actively recruit mid-level, family, casual, and additional ethnic restaurants. Encourage outdoor seating options at restaurants (See Goal 4.4.2)

Movie Theater. Actively recruit a small scale movie theater to locate in Acton (See Goal 4.6.1).

4. Promote employment-oriented development (e.g., high tech/R&D offices) in areas that don't directly impact neighborhoods: Great Road, Nagog Park, Powdermill, and large commercial parcels on Rt. 2
3. Analyze zoning and explore what types of industry could be good fits in these areas
4. Recruit targeted types of industries, offering appropriate incentives, etc.

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### Objective 7.3: Achieve a balance of services and taxes

1. Ensure that all development is coordinated with and takes into account the impact on town services and facilities
2. Promote economic development to enhance the commercial tax base (in order to pay for needed services) (see Goal 7, Objective 7.2)
3. Work to increase the taxpayer / student ratio by encouraging people to stay in Acton longer after their children graduate.
  - a. Build a new Senior / Community Center to maintain a sense of community for people who do not have students in the schools (See Goal 4, Objective 1)
  - b. Create more housing that is suitable for empty nesters and for young people (See Goal 5.1 and 5.2)
- 2-c. Create more playing fields usable by adult leagues (Goal 4.3.1)

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### Objective 7.4: Support the ability of all residents to stay in Acton for a lifetime

1. Develop a housing plan that includes the preservation and creation of a wide range of housing types (see Goal 5, Objective 5.1 and 5.2)

**Comment [PK8]:** I agree that this is redundant. Perhaps take it out or restructure the Objectives ?

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2. Use zoning incentives in Kelley's Corner and the villages to provide housing units that are suitable for empty nesters, seniors, and young families
- ~~2-3.~~ Build a new Senior / Community Center to enhance the ability of the Council on Aging to deliver services to Seniors (see Goal 4, Objective 1).

**Comment [PK9]:** Do you want to restrict these to the village areas ? Current senior housing is spread out throughout town. Not all empty nesters want to be in villages...

**Objective 7.5: Promote fiscal responsibility**

1. Develop a long range plan for major capital expenditures such as remodeling town or school facilities or constructing new buildings.
2. Develop a long range plan to cover long term obligations such as retiree health insurance, life insurance and pensions.

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